Attributes for VDSS PPEA Proposals

VDSS Proposal Preparation Requirements

All PPEA proposals (conceptual phase and detailed phase) must follow the following format:

- All information requested under Section VI (A), "FORMAT FOR SUBMISSION OF CONCEPTUAL PROPOSALS" of the Secretary of Administration Model Procedures must be included in any proposal submitted, in addition to the other requirements specified by VDSS.   Model Procedures can be obtained at www.administration.virginia.gov/Services/Vendors/PPEIA.cfm.

- All "Public-Private Education and Infrastructure Facilities Act of 2002 (PPEA): VDSS Instructions to Proposers" must also be followed in preparation of a PPEA proposal for submission to VDSS available on the VDSS Web site at the "PPEA Documents and Procedures" tab at: http://www.dss.state.va.us/geninfo/ppea/index.cgi.

VDSS Overall Desires for PPEA Proposal Scope

PPEA proposals and pricing should be scoped to include a base system and cost covering no more than a 3-year planning, development, and implementation effort following contract award, plus a 5-year operations/maintenance cost following implementation.   VDSS recognizes that this means that many of the desirable attributes listed in this document may not be achieved in the 3-year base period.

Proposers should separately identify options for expansion, integration, and addition of desirable attributes to the proposed base system that produces significant value to VDSS, LDSS, and the taxpayers of Virginia. The ability to expand the base system to include possibly other applications, business services, or other desirable attributes is of high interest to VDSS in our pursuit of the conceptual system illustrated in conceptual_view_of_social_services_systems.xls.   Presentation of options should include clearly defined and separate descriptions, proposed timelines, and proposed costs for purposes of clarity and understanding.

PPEA proposals should offer creative financing alternatives for both base and optional items in a manner that avoids the need for VDSS to request additional state funds.

VDSS Mandatory Business Requirements

All submitted PPEA proposals must be in line with VDSS Strategic Goals and Project Initiatives, including but not limited to:

VDSS Strategic Goals (for additional details see
http://www.dss.state.va.us/geninfo/strategic_plan/index.cgi.)
- Goal 1 - Enhance the independence, well-being and personal responsibility of citizens
- Goal 2 - Establish a performance management system
- Goal 3 - Improve business productivity through effective automation
- Goal 4 - Deliver high-quality customer-focused services
- Goal 5 - Cultivate a diverse workforce capable of accomplishing the system's mission
- Goal 6 - Optimize and maximize resources

- Goal 7 - Become a learning organization capable of accomplishing the system's mission

VDSS Project Initiatives
- Integrated systems that support data sharing, reduced data entry, streamlined processes, and solid technology for future development and maintenance efforts
- Business Process Reengineering
- Simplified Sign-On
- Master Customer ID *
- Child Care and Development Program Automation
- Migration and/or replacement of all Unisys-based systems. Technical information on these systems can be found at: Enterprise Metadata
- New development:
    - Medicaid Aged, Blind, and Disabled categories
    - Long Term Care category
    - Anything identified through the VDSS business process reengineering process

* All existing and future VDSS applications must be compatible with SPIDER (Systems Partnership in a Demographic Repository). This Master Customer ID application will utilize subscription and publishing web services to:
- Uniquely identify and register customers enabling systems to use common customer ids (includes reconciliation of multiple records within multiple systems)
- Make desired common demographic information and data available to authorized interested parties
- Enable workers to see customers' composite profile
- Support pre-populating of data entry screens
- Support updating applications based on SPIDER records

VDSS Desirable Attributes for Common Social Services Business Process

1) Support for Locality-Administered/ Centrally-Supervised Social Services Business Programs

2) Common Social Services Business Processes

   a) Intake/Enrollment
      i) Screening (optional by program)
      ii) Waiting List (optional by program)
      iii) Intake
      iv) Enrollment
      v) Service Denial Tracking
      vi) Client Financials
      vii) Employment Profile

   b) Assessment

   c) Information verification and validation

   d) Eligibility and Benefit Determination
      i) Automatic Multiple Eligibility/Benefit Determination (with ability to select programs to be used, if desired)
      ii) Historical calculation of benefits based on rules, income, and other parameters at a past date

   e) Authorize Payments

f) Referrals (optional by case and individual)

g) Process Workflow
   i) Tailorable to each business program's requirements
   ii) Modifiable by business analyst without assistance of technical resources
   iii) Modifiable to meet results of planned agency-wide Business Process Reengineering project

h) Business Rules Engine
   i) Tailorable to each business program's requirements
   ii) Modifiable by business analyst without assistance of technical resources

3) Shared Business Application Services

   a) Case Management
      i) Case Plan
      ii) Case Review
      iii) Monitor Case Plan Services
      iv) Client profile updates
      v) Changes and updates in eligibility
      vi) Recertification process
      vii) Case retention and disposition
      viii) Tracking and measuring case outcomes
      ix) Tracking and measuring client outcomes
      x) Appeal processing

   b) Customer (Individual) Management

   c) Relationship Management

   d) Provider/Resource/Referral Management
      i) Intake provider information
      ii) Investigate provider background
      iii) Temporary rate and services capture during negotiations
      iv) Manage provider service agreement (contract)
      v) Provider selection and status (approved, suspended, closed, etc)
      vi) Finalize or update provider rates and services
      vii) Management of local provider rates
      viii) Monitor provider program and policy violations
      ix) Monitor provider facility
      x) Provider Reviews/Inspections
      xi) Service agreement updates
      xii) Links to Scheduling
      xiii) Links to Correspondence (acceptance, violation letters, etc.)
      xiv) Resource and referral (3rd parties) management
      xv) Provider gate keeper systems
      xvi) Community based service coordination

   Note: Licensed and regulated providers are included in the DOLPHIN system. The new Child Care system will require additional support for unregulated providers.

   e) Financial Management
      i) Track and report financials against multiple funds sources and codes per case, including locality funds and client co-pay
      ii) Determine payment in central system
         (1) Verify service provided

        (2) Compare service against payment rules
        (3) Authorize payment
    iii) Locality printing of check (optional by program or locality)
        (1) Transfer payment information to appropriate source for check printing (VDSS or locality)
        (2) Issue payment
            (a) Check
            (b) Direct deposit
            (c) EFT/EBT
        (3) If local check, transfer issued check information back to VDSS
    iv) Financial settlement
    v) Electronic Data and Funds Transfer to other Entities, including but not limited to provider payments
    vi) Payment reconciliation between appropriate systems (including LASER, local system, and statewide application as necessary)
    vii) Recovery /Overpayment / Adjudication
        (1) Automatic Overpayment Detection
        (2) Claim & Investigation Management
        (3) Claim Establishment
        (4) Collections & Adjustments
    viii) Production/Processing of Invoices
    ix) Production/Processing of Purchase Orders/Encumbrance
    x) Encumbrance
    xi) Write Offs
    xii) Interfaces to other State accounting system(s) as necessary
    xiii) Interface with the reporting function to provide financial information for State-defined analytical reports.

f) Staff Administration
    i) Worker Assignment and Privileges
    ii) Multiple levels of groupings, such as workgroup, division, department, locality
    iii) Case Transfer
    iv) Workload Management
    v) Staff Performance Measurement and Reporting

g) Business Program Administration
    i) Set up of business program codes, statuses, and other information
    ii) Handle state supervision and local administration organization of the Commonwealth, keeping program data and information (cases, financials, providers, etc) details at the lowest necessary level for appropriate locality, state, and federal reporting and management.
    iii) Program Evaluation
    iv) Program Performance

h) Insurance and Contribution Management
    i) Record individual insurance/contribution information
    ii) Verify information
    iii) Claim insurance/contribution share for covered individuals
    iv) Insurance Payments and Reconciliation

i) Document & Image Management
    i) Imaging and electronic storage of documents
    ii) Electronic storage and retrieval of photographs
    iii) Check payment imaging & archive
    iv) Links from case, individual, and other information to associated documents for automatic retrieval
    v) Status of documentation (missing, update required, etc.)
    vi) Linkage of documents to Evidence Management
    vii) Encyclopedia & Reference

j) Attendance Tracking

        i)   Storage/Tracking of Attendance Data
        ii) Mechanisms to automate receipt, handling of attendance data from child care providers, schools, employers, etc., for payments and exception reporting, through automated means such as:
            (1) Barcode/OCR/scannable attendance sheets for provider use
            (2) Electronic data exchange
            (3) Point of Sale (POS) collection
            (4) Touch tone phone
            (5) Web-entry by providers and other authorized 3rd parties
            (6) Other automated mechanisms (hand held computers, etc.)

k) Approvals

l) Automated Messaging

m) Archive, Expunge, Purge

n) Online manuals (printable by page or related topics)
        i)   User manual
        ii) System Administrator manual
        iii) Operations manual
        iv) Other technical manuals as appropriate

o) Help

p) Advanced Search Criteria
        i)   User defined,
        ii) Boolean
        iii) Soundex
        iv) Fuzzy Logic
        v)   English-like query language support

q) Reporting
        i)   System-generated standard reports for each business program
        ii) Business Report Writer Function, allowing the user to drop & drag reporting fields in a template to create custom and ad hoc reports
        iii) Alerts / Ticklers

r) Correspondence
        i)   System-generated standard letters for each business program
        ii) User-defined selections of recipients (clients, providers, etc), letter styles & types, and paper sizes (such as post cards, standard letter, etc)
        iii) Can be initiated at any point in the common social services process flow in order to generate any common correspondence expected during that process step.
        iv) Also works in conjunction with Advanced Search Criteria and Reporting Modules for specialized mailings and information distribution.
        v)   Interfaces with enterprise email system, as appropriate
        vi) Customer Satisfaction Surveys
        vii) Centralized correspondence tracking and monitoring

s) Accountability and Audit

t) Complaint/Investigation Management
        i)   Intake complaint
        ii) Investigate complaint
        iii) Assess complaint
        iv) Determine Complaint Action

  v) Set provider status based on investigation results (suspended, revoked, renewed, etc.)
  vi) Withdraw complaint
  vii) Use status and violation codes consistent with DOLPHIN complaint module

 u) Legal Management / Court Processing
  i) Appeals
  ii) Hearings and Adjudication
  iii) Evidence Management
  iv) Interface to Collections/Financial modules

 v) Scheduling and Calendars
  i) Used to schedule client and provider appointments, various reviews, documentation needs, and other events throughout the business process
  ii) Shared among workers and business processes as authorized
  iii) Information exchangeable with MS Office Outlook

 w) Multi-Lingual

 x) Other Shared Application Business Services
  i) Compliance/Fraud
  ii) Quality Management
  iii) Notes and Narrative across all appropriate shared application business services to provide clear record of activities and updates
  iv) Mass Change (or other easy mechanism to handle major changes in rules, rates, or other common information)
  v) Policy and Procedures Management
  vi) Community Relations
   (1) Web portals for securely sharing authorized data with citizens, clients, providers and third parties
   (2) Administration of citizen, business, and government inquiries
   (3) "Recruitment" engine to announce need for jobs, foster homes, and other services
   (4) IVR option for community access
   (5) Interactive Video
  vii) HIPAA compliant

4) Interfaces to Legacy and New Applications
 a) Capable of viewing data maintained on other systems.
 b) Capable of downloading case, provider, and financial data in a single standard state format to locality systems (optional by locality)
 c) Where provider payment is made on LDSS systems, capable of uploading payment/provider data in a single standard state format to LASER and the new Child Care system is required.
 d) Interface requirements for the Child Care system can be found in the Child Care RFI
 e) Current interfaces for Child Care and Other Applications are included in Child Care and Development Program Frameworks Survey
 f) Interface to MMIS system

5) Business Applications/Services of Potential Future Interest
 a) OASIS
 b) Auxiliary Grants
 c) IV-E Eligibility Systems
 d) General Relief
 e) Foster Care Eligibility
 f) IV-E Eligibility
 g) Comprehensive Services Act (CSA) - Foster Care
 h) Repatriation
 i) Adult Services (AS)
 j) Child Support Enforcement (CSE) & Payment Processing

k) Newcomer Services
l) Other systems as appropriate

VDSS Desirable Attributes - Other

1) **Management Commitment:**

   a) Proposals should define the management and organizational structure for effective ongoing conduct of the partnership with VDSS in recognition of the new VITA processes and oversight that affect state agencies.

   b) Describe how the proposer will ensure adequacy and timeliness of deliveries since VDSS and local social services agencies are often affected by State and Federal mandates that are not negotiable.

   c) If joint public-private committees are proposed as the decision-making body, the make-up and % of staff from each party should be identified, as well as the roles of each party within the committee. Discuss which party fills the leadership role and describe in detail the responsibility of the leader and committee members, as well as the process by which issues will be brought to the attention of the group and how decisions will be made.

   d) Explain the process by which partnership will replace a key staff member if VDSS believes the individual is not a fit for the public-private partnership. Explain the process by which other partnership employee replacement issues will be addressed when a problem is determined by VDSS.

   e) Suppliers should discuss their provision for and support for a "No Suspension-of-Service" clause in Terms and Conditions.

2) **Impact on Employees:**

   Proposals should elaborate on impact on state and LDSS employees and the plan for dealing with any proposed impact of both types of employees, during the project transition, implementation, and on-going phases. Describe the assurances the proposer is prepared to give to ensure that the impact to employee job opportunities, careers, training, pay/benefits, or other work-related aspects is not detrimental to them.

3) **Work Approach:**

   a) VDSS seeks a service level based approach that includes clearly defined, documented, and Commonwealth-approved escalation procedures that address both state and locality needs.

   b) Measurement: The baseline of systems, services, hardware and related costs is key to the formation of the partnership between the private entities and the Commonwealth. Describe what baseline information the offeror proposes to obtain and the plan to obtain it.

   c) The Supplier should demonstrate the use of modern and creative technology in ways that benefit the public. Examples of this technology may include:
      i) Use of COTS applications development frameworks that enable easier modification of social services applications through:
         (1) Business Rules that can be set by users
         (2) Workflow Engines that can be modified by users
         (3) Similar look and feel across applications
         (4) Ability to share modules across business applications while providing the ability to customize business rules or work flow for each program as appropriate
      ii) Use of updated technology that facilitates legacy system integration and data sharing, such as IVR, web-enablement, self-service applications, case management, imaging and document management.

d) Project Methodology:
   i) Describe how decisions on software purchase, development technology, and application scope will be made to ensure that VDSS agrees that the business needs are adequately and effectively met.
   ii) Describe how the proposer's Project Management Methodology will remain in compliance to Commonwealth Project Management Standards. Describe how the proposer will work with VDSS and VITA to obtain timely and complete approvals that meet the requirements of the VITA Project Management Division (PMD). Optimally, the proposed Project Management Methodology would be certified by a third party.
   iii) Describe the proposal's Capability Maturity Model (CMM). Describe how this level is certified, preferably by the use of independent third parties. Certification of the proposer's CMM/I Level 3 is a minimum requirement.

e) Enterprise Architecture:
   i) Describe how the vendor will obtain VDSS and VITA approval for use of technology and tools used for development or support, including the proposer's internal tools, how will they support Commonwealth desires for standard Enterprise Architecture, and how they will facilitate successful transition in the event of project termination

   ii) Describe the technology/methodology that the vendor will be use. If proprietary technologies/methodologies will be used that cannot be transferred to another supplier, provide justification for the use of the proprietary technologies/methodologies and the impact of their use on transition in the event of project termination.

   iii) Provide a description of the proposed system's security feature from a business and technical perspective. Any exception from compliance to VDSS IT Security Requirements must be documented and approved by VDSS.

   iv) VDSS Enterprise Architecture Integrated Social Services Delivery System (ISSDS) Goals:
   - Application integration : Migrate the old generation of stovepipe systems to a more integrated approach for delivery of services by the LDSS in collaboration with other service providers in their localities
   - Provide improved case management and simpler administration resulting in improved customer services
   - Common look and feel for internal users and external customers (Branding)
   - Use of common processes across business applications allowing each business area the use of specialized rules as appropriate
   - Integrated Workflow Automation where the business users can set and maintain the business rules and workflow without the intervention of a technical staff
   - Automated System and Regression Testing

   Describe how the vendor will help VDSS attain these goals.

f) Formal Technical Training
   i) The vendor should provide formal technical training to the State technical staff, including programmers, analysts, data base administrators, technical system architects, LAN administrators, etc. The technical training should include development and architecture tools of the proposed technical solution.
   ii) The vendor should provide formal training for the development of business rules. This training will be utilized by Information Analysts, Policy/Program Specialists, Programmer/Analysts, etc.
   iii) The formal training process should include outcome-based measurements to evaluate the success of the training for each trainee.

4) **Implementation/ Transition:**

   a) Knowledge Transfer

i) The State plans to actively participate in oversight of the project, in developing business requirements, and in implementing the proposed solution. While the Offeror shall be responsible for successful completion and implementation of a solution that satisfies the State's requirements based upon mutually-agreeable criteria, the Offeror should include State personnel in all aspects of the proposed project.

ii) The Offeror should transfer knowledge to the State's functional and technical staff throughout the project regarding the operation and maintenance of the proposed system so that State personnel have a complete understanding of proposed system and can monitor and maintain it after implementation.

iii) The Offeror should present a plan to provide the knowledge transfer to designated State functional and technical staff. The execution and refinement of this plan is expected to occur in all phases of the project. The transfer of knowledge will be determined by the Project Team's capacity to monitor and maintain the system after implementation.

b) In addition to a strategy, the proposal should also include a plan to develop auditable measures so VDSS can be assured that all aspects of the managed processes, systems, hardware, and necessary knowledge are adequately transferable in the event of transition or termination of the contract.

5) **Experience in Providing Comparable Services:**

a) The proposer should demonstrate the ability and willingness to provide solutions that meet the needs of a "county administered" social services system and the business needs of VDSS even though it may mean modification of some potential COTS solutions.

b) The proposal should detail the firm's experience in providing:
   i) "County administered" social services systems.   If the county system is not currently deployed in all counties across a single entire state:
      (1) Describe the largest implementation of county administered systems within a single state and compare it to a Virginia implementation.
      (2) Describe the plans for ensuring efficient and effective scalability of the social services systems to a statewide level.
   ii) The proposal should describe:
      (1) The supplier's experience in providing a statewide systems "central supervision" for states with county administered social services systems.
      (2) The level of integration between the state and local systems (or a single integrated system that addresses both groups) are provided by the supplier.
      (3) In the event that the supplier does not provide both the state and local systems, describe the extent and limitations of current implementations in "County administered/Centrally supervised" states.

c) In addition to executive management staff, the above should emphasize management personnel that will be working with VDSS and the agency on a day-to-day basis.

6) **Financial Considerations:**

a) The proposal should detail the method of determining book value for transfer back to the Commonwealth. If additional resources are provided at vendor cost over the life of the project, especially for assets that may have been acquired from a partner company's inventory, also detail the method of determining book value for those assets.

b) Suppliers should confirm that VDSS has the right to withhold disputed payment.

c) Investment Strategy and Risk:
   i) VDSS is seeking modernization partners who will identify creative alternatives to minimize the requirements for new state funding as well as offer creative technical solutions.
   ii) Proposers should elaborate on their overall investment strategy, emphasizing their plans for risk and gain-sharing.

       iii) Proposers must describe the risk are they assuming with their proposal and the rewards they are anticipating.

       iv) Describe how VITA and its partners will share those risks and rewards.

       v) Describe the quantified investments that the proposer is committing to in the proposal.

7) **Asset Retention/Ownership:**

    a) If the proposer may use hardware or software provided by their own partners or partnership, detail plans to manage acquisition and/or development so all assets can be readily transferred in their entirety, with all necessary user and technical documentation plus remaining warranties, to the Commonwealth or another party in the event of termination.

    b) Describe how assets will be managed and obtained to meet and avoid violating federal requirements for use of social services funds.